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AFGHANISTAN

QUARTERLY REPORT

JANUARY 01 – MARCH 31, 2019

AMERICAN UNIVERSITY OF AFGHANISTAN (AUAF)

SUBMITTED APRIL 30, 2019

This publication was produced for review by the United States Agency for International Development and prepared by *American University of Afghanistan* for the USAID Afghanistan.

AMERICAN UNIVERSITY OF AFGHANISTAN (AUAF)

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KABUL, AFGHANISTAN

Submitted to:	Agreement Officer's Representative - AUAF U.S. Agency for International Development/Afghanistan Mission Kabul, Afghanistan
Cooperative Agreement #:	306-A-13-00004
USAID Funding:	\$45,902,538 (original agreement) \$64,400,001 (revised March 2017)
Prime Implementer:	The American University of Afghanistan
Date of Publication:	April 30, 2019

This document is made possible by the support of the American People through the United States Agency for International Development (USAID). The contents of this document are the sole responsibility of *AUAF* and do not necessarily reflect the views of USAID or the United States Government.

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ABBREVIATIONS

AUAF	American University of Afghanistan
ACBSP	Accreditation Council for Business Schools and Programs
APPRO	Avicenna University, Afghanistan Public Policy Research Organization
APQN	Asia Pacific Quality Network
AWCCI	Afghanistan Women Chamber of Commerce and Industry
BA	Bachelor of Arts
BBA	Bachelor in Business Administration
BBC	British Broadcasting Corporation
BS	Bachelor of Science
CHEA	Council for Higher Education Accreditation
CTL	Center for Teaching and Learning
ERP	Enterprise Resource Planning
FAUAF	Friends of American University of Afghanistan
GIRoA	Government of Islamic Republic of Afghanistan
GMAT	Graduate Management Admission Test
GR	Graduate
HEDP	Higher Education Development Program
IG	Inspector General
ITCS	Information Technology and Computer Science
LLB	Bachelor of Law
LLM	Master Degree in Law
MAELE	Master of Arts in Education – Law Enforcement
MBA	Master in Business Administration
M.Ed.	Master of Education
MoF	Ministry of Finance
MoHE	Ministry of Higher Education
MPA	Master in Public Administration
MSCHE	Middle States Commission on Higher Education
NATO	North Atlantic Treaty Organization
NEASC	New England Association of Schools and Colleges
OTA	Online Trading Academy
OUSG	Other US Government
PAS	Public Affairs Section
PDCTP	Professional Development Certification Training Program
PDI	Professional Development Institute
PhD	Doctor of Philosophy
PMP	Project Management Professional
PSC	Private Security Company
SACS	Southern Association of Colleges and Schools
SGA	Student Government Association
SIGAR	Special Investigator General for Afghanistan Reconstruction
TOEFL	Test of English as a Foreign Language
TWC	The Women Center
UAE	United Arab Emirates
UG	Undergraduate
UNDP	United Nations Development Program
UNO	University of Nebraska at Omaha
USAID	United States Agency for International Development
USG	United States Government
USWDP	University Support and Workforce Development Program
WASC	Western Association of Schools and Colleges

SECTION ONE: PROJECT OVERVIEW

The goal of the American University of Afghanistan (AUAF) activity is to contribute to improved quality of and access to higher education in Afghanistan. The activity's purpose is to establish and sustain the AUAF as a U.S. style higher learning institution, with a diverse student body and market-based degree programs. This objective is well aligned with the Government of the Islamic Republic of Afghanistan (GIROA)'s National Priority Program for Human Resource Development and Higher Education (2010). The AUAF activity also directly supports USAID/Afghanistan's Development Objective 2, "Gains in Health, Education, and the Empowerment of Women Maintained and Enhanced," Intermediate Result 2.2 "Equitable Access to Quality, Relevant Education Increased," as well as Sub-Intermediate Result 2.2.2 "Education systems strengthened to prepare Afghans for employment." These fall under the Investing in People Objective, Education Area, and Higher Education Sub-element of the U.S. Foreign Assistance Framework.

The five program objectives are as follow:

Objective I	• Providing Effective Security
Objective II	• Serving the Higher Education Needs of Afghanistan
Objective III	• Enhancing Quality of Academic Programs
Objective IV	• Supporting Women's Academic and Professional Development
Objective V	• Increasing Financial Self-Sufficiency

1.1 AUAF GRADUATION REPORT CARD

AUAF STUDENTS' GRADUATION REPORT CARD

STUDENTS' STATISTICS BY PROGRAM AND GENDER

Reporting Period: Dec 2010 - Mar 31 2019

STUDENTS GENDER PROPORTION



TOTAL COMMENCEMENTS HELD

08

TOTAL "UG" PROGRAMS OFFERED

04

TOTAL "GR" PROGRAMS OFFERED

02

TOTAL STUDENTS GRADUATED



1,232

MALE STUDENTS GRADUATED



884

FEMALE STUDENTS GRADUATED



348

DEGREE PROGRAMS	TOTAL STUDENTS GRADUATED	MALE STUDENTS GRADUATED	FEMALE STUDENTS GRADUATED	PERCENTAGES
BBA	425	292	133	34%
BS	69	64	5	6%
LLB	59	30	29	5%
BA	206	142	64	17%
MBA	170	120	50	14%
M.A.	303	236	67	25%

NUMBER OF STUDENTS GRADUATED FROM "GRADUATE" AND "UNDERGRADUATE" PROGRAMS



SECTION TWO: REPORTING PERIOD OVERVIEW

2.1 KEY ACHIEVEMENTS

2.1.1 THIS QUARTER (JANUARY – MARCH 2019)

Raise Academic Quality:

The American University of Afghanistan warmly welcomed the new students on January 22nd - 24th 2019 at the AUAF International Campus. The program started with a speech by Dr. Kenneth Holland President of AUAF. Dr. Holland welcomed the students with wise and inspirational words about the academic life. Dr. Sharif Fayez, the Founder of AUAF, enlightened students about the growing heritage of AUAF. Also, Professor Ghizaal Haress spoke about what differentiates AUAF from other institutions of higher learning education in Afghanistan as well as the challenges they might face. Julie Dotty, Coordinator of the Academy Program, spoke to introduce the Academy students about the dynamic program they are entering. New Student Orientation was organized by Student Affairs Department in order to help students become familiar with courses at AUAF, gave them campus tours to familiarize them with AUAF's international campus and helped students to start their academic journey on the right path.

AUAF completed the revision and the approval by the Academic Senate Curriculum Committee of the MBA and BBA degree programs, revisions facilitated by the consultancy with the University of Nebraska-Omaha that bring the programs into alignment with requirements of the Accreditation Council for Business Schools and Programs (ACBSP). AUAF also carried out and completed, with the assistance of the University of Nebraska-Omaha, consultations with external stake holders regarding the launching of a new Agribusiness Center that will support the development of the agribusiness sector in Afghanistan.

The installation of the new set of over 174 enlarged Persian miniatures produced in Herat and Kabul in the 16th and 17th Centuries completed. Installed by AUAF Distinguished Professor Michael Barry, these images occupy the hallways of the Bayat Institute of Technology and the Women's Center.

Completed the inauguration of the new faculty evaluation process, a system that includes: (a) new classroom observation forms, (b) a new faculty self-reflection format, (c) a new weighing system for evaluation the various dimensions of faculty work, and (d) a shifting of the timeline to culminate in February so that the evaluation and goal-setting elements of the evaluation align with the renewal and promotion cycle.

Launched new certificate program in Peace Building and Conflict Resolution, a 25-hour non-credit bearing experience that will hopefully contribute to peace-building.

Delivered two three-day English teacher development programs, one delivered to high school English teachers from Kabul and one to 25 US State Department-supported

English teachers from across the country. (These programs were carried out with the support of the Louis Berger Foundation.)

Professor Saeed Fakhri Ravari joined in January as the new Director of the Center for Teaching and Learning. He will take the lead in building AUAF capacity in educational technology and building an aggressive faculty development program focused on pedagogical innovation.

Achieve Sustainability:

Pursued overdraft facility (line of credit) with Azizi bank including obtaining a board resolution. USAID was requested to sign an Assignment of reimbursements to be turned over to Azizi bank but declined the request. Now AUAF is pursuing potential other collateral options.

Received advance funding from USAID for \$2.5 million to pay 55 payments addressing February and March USAID cost share. Used funds to pay the February and March payrolls. Invoices received already will be paid, once the Asia Foundation (TAF) consultancy provides their review. Other charges will be paid once AUAF receives invoices, such as for March costs.

Discussed with USAID a revision of the budget realignment to repurpose budget lines to where it is more needed. Now undertaking the formal detailed revision and accompanying narrative. This includes retroactive reimbursement on several faculty and two administrative positions to January 2018, now that they are approved in Modification 21 to the Cooperative Agreement for reimbursement as of December 1, 2018. Valued at \$900,000. It is under USAID consideration.

Received three Office of Financial Management (OFM) financial analysts who audited the advance utilization to date, including payroll process and documents. The VP prepared a preamble document to USAID on the topics raised. Subsequently held a meeting with USAID where the VP lead each topic to give explanations, raised queries, and offered action plans.

Engaged the Great Plains implementation partner, TMRC, to provide a series of training sessions to the service providers at an intermediate level, develop much needed financial reports, and respond to queries on transactions.

Focused on collections of overdue accounts receivable. Currently at \$2.0 million. A significant amount is uncollectible or is a result of erroneous transfer onto Great Plains in 2013. AUAF will ensure no students are enrolled without financial clearance of past debts. Prepared a board resolution for considerable write-off and increase Provisions for Accounts receivable accounts deemed uncollectible. Confirmed that no donation pledges will be formally recorded unless there is a donor agreement and high likelihood of collection. A board resolution for this has been approved, and the Finance Manual has a policy on this topic.

Implemented Modification #21 of the Cooperative Agreement with USAID. The package included a Budget Realignment, Budget Narrative, Close-out budget, updated Program Description and revised Indirect Cost treatment on the Award budget and actual to date. Of importance is a greater cost share shift from AUAF to USAID.

Devised new personnel cost share approach that simplifies the recording of cost share between USAID and AUAF on a monthly basis. Essentially each employee is either 100% USAID funded, 100% AUAF cost share funded, or is 100% funded by a third party. At this time the funding level by each organization remains stable as per Modification #21.

Completed a 10% Workforce cost reduction initiative of both voluntary and involuntary terminations. A total of 31 employees have left AUAF. The USAID close-out funding for employee termination budget is being used to fund some of the off-boarding costs. This is a significant savings on AUAF's monthly cost share of personnel.

The 2017-2018 audit of AUAF financial statements, including USAID various auditing reports required has been completed and reports issued. There was going to be a qualified audit opinion on these Financial Statements, but AUAF managed to address the issues and the qualification will be removed. Numerous documents and meetings were held with the external auditors to remove several of the findings. All prior year qualified audit conditions have also been addressed. An exit conference is planned on April 1st, involving USAID OFM members.

Discussed with USAID the PowerCampus (student information software) integration with Great Plains project to address data integrity, plus the HRMIS implementation, affecting several SIGAR findings. It was concluded to postpone both projects until the next funding period.

Hosted the Assistant Director for the Office of Afghanistan and Pakistan Affairs of USAID, Karen Freeman, to visit the international campus, focusing on the recent operational achievements. Also present were Aaron Ruble and Peter Cronin, both from USAID. Two messages were given from Ms. Freeman: address all SIGAR and Corrective Action findings as soon as possible; and improve financial management daily.

AUAF hosted the new USAID Mission Director and Deputy Mission Director, Peter Natiello and Tina Dooley-Jones, on a visit to both campuses. The visit to West Campus focused on the recent operational achievements. Two messages were given by the visitors: (1) address all SIGAR and USAID Corrective Action findings as soon as possible and (2) diversify revenue sources so that the university is less dependent on USAID funding.

Board of Trustee meeting approved the: 2019-2020 academic program tuition, dorm fees, PDI fees, business plan outline, financial management strategy, and Plan Methodology of assumptions and timeline for budget preparation. The board recognized the year to date income statement being a \$1.5 million net loss, due to

significantly lower fundraising results, and less scholarships, plus major increases in financial aid.

2.2 STAFFING CHANGES

In this quarter AUAF experienced some changes in staffing. Joining AUAF are Ian Curtis Pye (Director of Institutional Research and Risk Management), Maher Itani (Assistant Professor of Operations Management), Philip D. Jones Instructor of English – PDI, Victoria C. Fontan (Professor of Peace and Conflict Studies), Saeed Fakhri Ravari (Assistant Professor of Information Technology and Mathematics), Gillian Piggott (Associate Professor of English), Robert Curr (Associate Professor of English and Composition), Sorina Popescu (Associate Professor of Mathematics), Asadullah Jawid (Assistant Professor of Mathematics) and Jafar Khan Sardar Suliman (Procurement Manager). Leaving AUAF are Dr. Sharif Fayeze (Founder and Professor of Translation), Marvin Matuguinas (Construction Manager), Abdul Mobin Ezzat (Senior Facilities Manager), Ershad Ahmadi (Vice President of Development), Abdul Sameer (Budgeting Specialist), Muhammad Asif (Assistant to Head of Internal Audit) and some other positions.

As of March 31, 2019 AUAF has a total of 338 staff (37 Female, 301 Male) and 46 faculty members (14 Female, 32 Male).

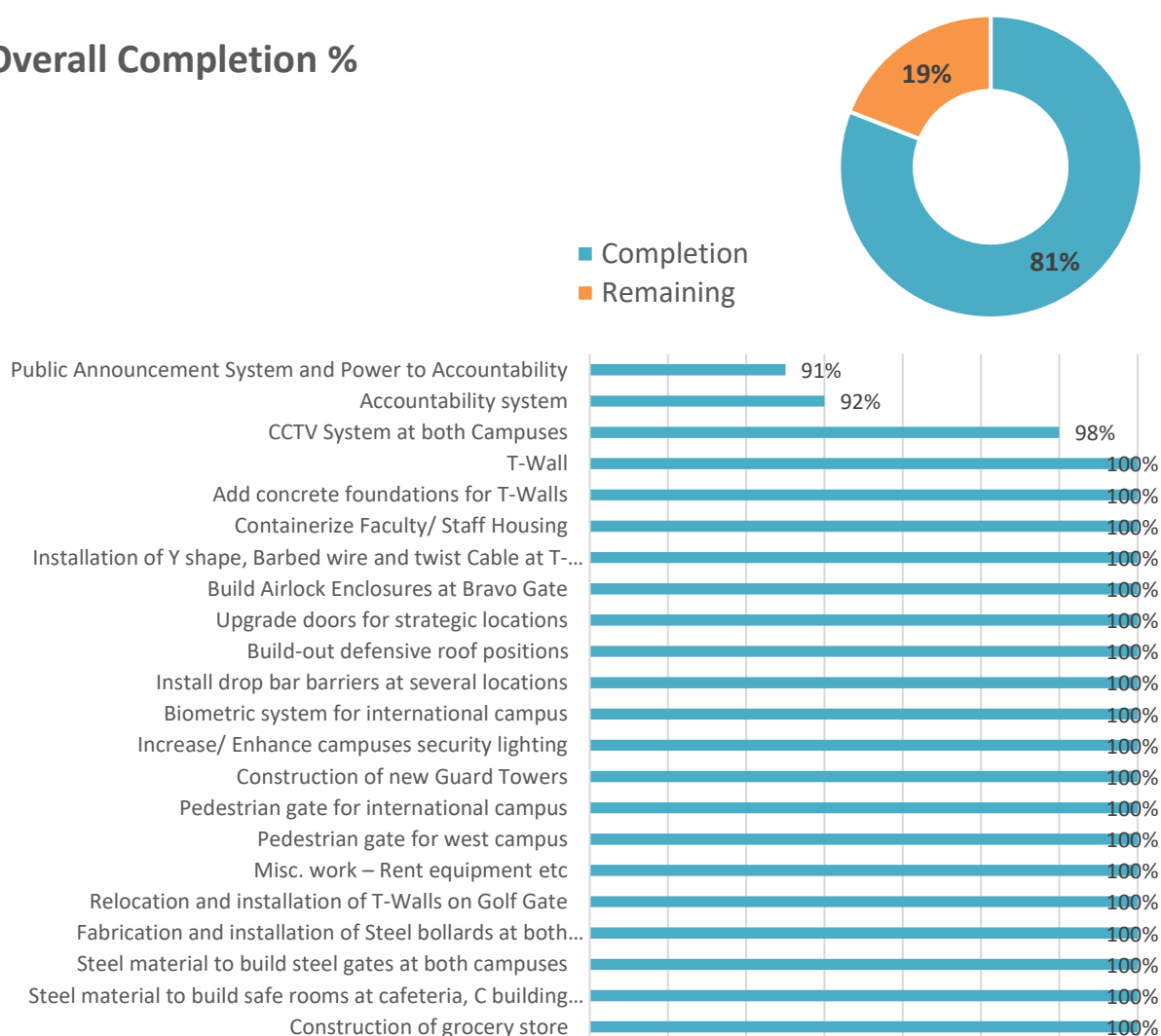
SECTION THREE: PROGRESS AGAINST OBJECTIVES/WORKPLAN

OBJECTIVE 1: PROVIDING EFFECTIVE SECURITY

The primary focus for year four was the reopening of the University to full operations as quickly as possible through ensuring security for both campuses (program objective 1). This entailed significant physical security infrastructure enhancements, such as T-walls and reinforced guard posts on both campuses, as well as housing for international faculty and staff on International Campus and associated quality of life components. A Private Security Company (GardaWorld) was also hired in January 2017. A facilities' master list for security enhancement was established to track improvements on both West and International Campuses.

As shown in the following graph, AUAF has successfully completed 19 out of 27 items listed on the security upgrade list as of this quarter, while the remaining items are still in progress. The overall completion rate as of this quarter is 81% on all security items. AUAF security and facilities departments are working hard to complete the remaining items in coming months. The percentage of completion on each item is as follow:

Overall Completion %



Enhance Security:

Garda World continues to provide security services to AUAF with the current contract extension until 31st May 2019. With uncertainty regarding AUAF funding from its primary donor, USAID, beyond 31st May 2019, in terms of a one-year extension to the current Cooperative Agreement, or another form, various options are being explored as the way forward in order to ensure security services are continuous throughout this period.

The Closed-Circuit Television (CCTV) system remains 100% operational across both AUAF Campuses although there have been some technical issues. This required the contractor to send technical experts to the university and correct the faults. With such a large system, temporary loss of individual cameras is to be expected and the Director of Security is exploring options to procure a service and maintenance contract with vendors or for the institution to employ a multi skilled electrical and CCTV engineer.

The switches for remote access have now been installed by the contractor but the “hard wiring” by AUAF IT Department to provide key security personnel the much needed remote access to monitor both internal and external camera feeds to maintain situational awareness remains outstanding. This is due to the requirement of ground works in order to run the network cable from server rooms to the Operations rooms on both campuses. USAID provided retrospective consent for Modification No6 which extends the contract until 31st May 2019, by which time all rectifications will be complete and the contract finally completed.

Installation of the Public Address (PA) and Alarm system has continued throughout the month of March. Power sockets for the Accountability system are now complete and energized on the international campus. Indoor speakers have been installed with cables leading to the Public Address rack. On the west campus power sockets for the Accountability system have been installed but not yet energized, along with indoor speakers within each building. Delays to this contract and the subsequent completion of the Accountability contract have been due to a lack of contractor Initiative and poor implementation management methodology. AUAF Facilities Department will meet with the contractor at the beginning of April to finalize a completion date.

OBJECTIVE 2: SERVING THE HIGHER EDUCATION NEEDS OF AFGHANISTAN

By serving the higher education needs of Afghanistan AUAF continues to work with ministries on employees gaps and goals. AUAF strives to become the university-of-choice for future leaders of Afghanistan as it progresses toward becoming an accredited, well-respected, international caliber university. AUAF provides high-quality education by delivering undergraduate, graduate, and professional development courses via Professional Development Institute (PDI).

2.1 UNDERGRADUATE AND GRADUATE PROGRAMS:

The American University of Afghanistan warmly welcomed the new students on January 22nd - 24th 2019 at the AUAF International Campus. The program started with a speech by Dr. Kenneth Holland President of AUAF. Dr. Holland welcomed the students with wise and inspirational words about the academic life. Dr. Sharif Fayez, the Founder of AUAF, enlightened students about the growing heritage of AUAF. Also, Professor Ghizal Haress spoke about what differentiates AUAF from other institutions of higher learning education in Afghanistan as well as the challenges they might face. Julie Dotty, Coordinator of the Academy Program, spoke to introduce the Academy students about the dynamic program they are entering. New Student Orientation was organized by Student Affairs Department in order to help students become familiar with courses at AUAF, gave them campus tours to familiarize them with AUAF's international campus and helped students to start their academic journey on the right path.

On February 14, 2019, The American University of Afghanistan (AUAF) commemorated a memorial ceremony for Dr. Sharif Fayez, Founder of AUAF and former Minister of Higher Education of Afghanistan, at AUAF International campus. The ceremony was attended by Dr. Abdullah Abdullah, H.E Chief Executive of NUG, Dr. Kenneth Holland, President of AUAF, Mr. Jawed Ludin, member of AUAF's board of trustees, Mr. Abdul Tawab Bala Karzai, Academic Deputy Minister of Higher Education, Dr. Fayez's family members, and other high government and non-government officials.

The ceremony commenced with the recitation of the Holy Quran, followed by a speech by Dr. Kenneth Holland highlighting the significant work of Dr. Fayez at AUAF and his contribution to the higher education of Afghanistan. "Dr. Sharif Fayez was not only the founder and a professor of this university but a great mentor and advisor to me as well" said Dr. Holland.

H.E Dr. Abdullah Abdullah, Chief Executive of National Unity Government, expressed his condolences to the family of Dr. Fayez. He named Dr. Fayez a great scholar, a teacher, a servant of Afghanistan and a good friend. He said, "Dr. Fayez always contributed and distributed his vision and efforts into bringing modern education to Afghanistan by building AUAF."

Mr. Jawed Ludin, Mr. Abdul Qadeer, Dr. Fayez's nephew, and Mr. Karzai shed light on the contribution of Dr. Fayez on how he dedicated all of his energies to rebuilding universities, seeking buy-in from neighboring countries as well as around the world.

Dr. Fayez, AUAF's gentle and brilliant Founder, will be deeply missed by the university community and all those who knew him. We honor his legacy by continuing his work to provide a world-class education to all Afghans.

From March 6-13, a delegation of AUAF Board of Trustees visited AUAF. The group included, Dr. David Sedney, Chair, Pro Tempore of the Board's of Trustees, Debra Zumwalt, Board member and Chair of the Board's legal and Ethics Committee, and Leslie Schweitzer, Board Member and Founder and Chair of the Friends of the American University of Afghanistan.

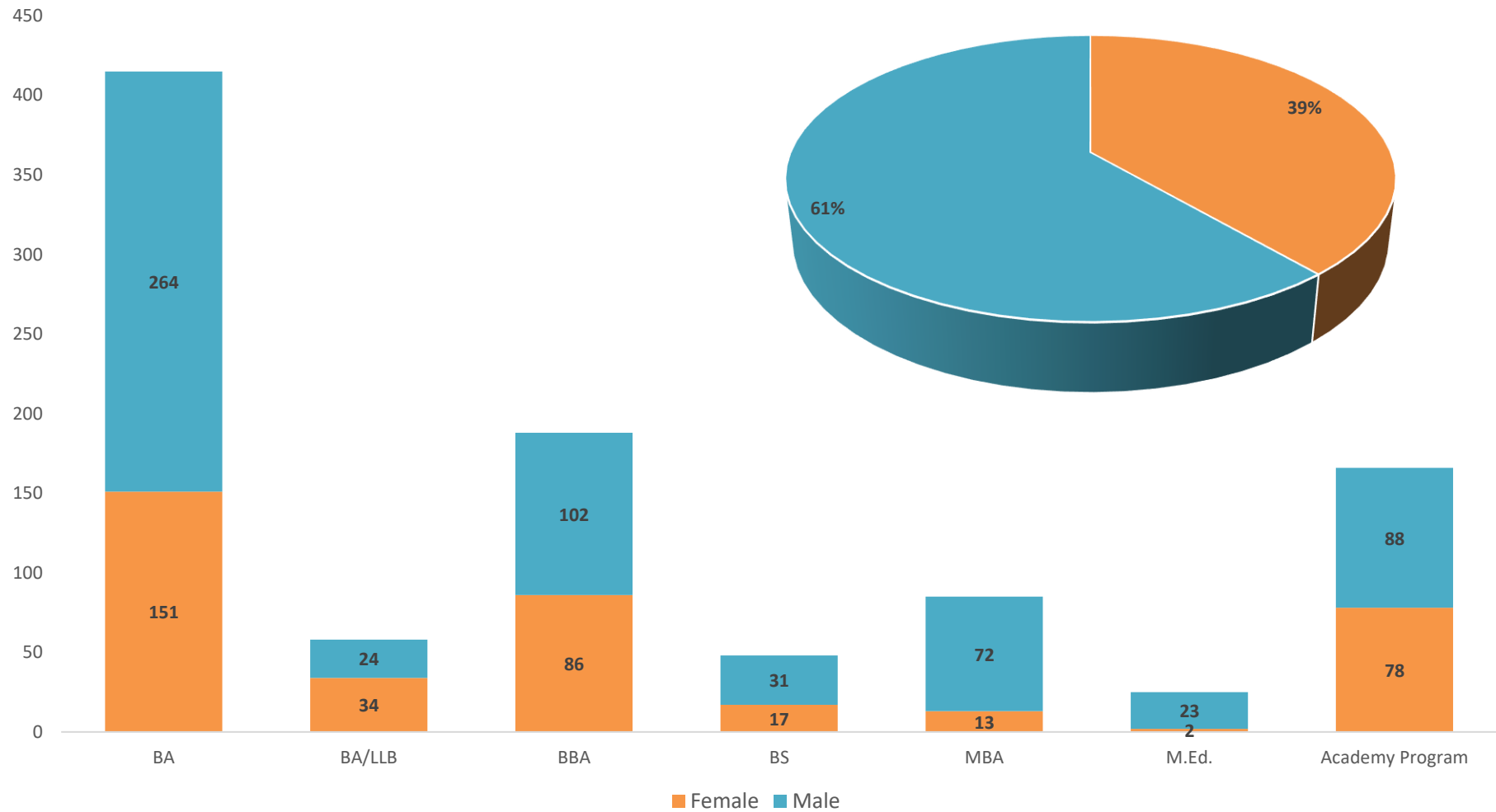
The Trustees' visit was carried out as part of the Board of Trustees fiduciary duty to oversee the operations of the University and to provide guidance and direction on the future of the University. Throughout their visit, the Trustees met with AUAF students, staff and faculty during their formal and informal meetings.

The following table shows the total number of students enrolled with AUAF UG, GR and Academy programs during the reporting period:

Program	SPRING 2019 ¹		TOTAL
	Female	Male	
GRADUATE	15	95	110
M.Ed.	2	23	25
MBA	13	72	85
UNDERGRADUATE	288	421	709
BA	151	264	415
LLB	34	24	58
BBA	86	102	188
BS	17	31	48
ACADEMY PROGRAM	78	88	166
CERTIFICATE	78	88	166
Total	381	604	985

1 Spring 2019: (28 Jan – 20 May, 2019)

The following graphs show the total number of enrolled students disaggregated by program and gender at AUAF.



The following table shows the total number of students enrolled with AUAF US Embassy Scholarship programs during the reporting period:

Program	SPRING 2019		TOTAL
	Female	Male	
UNDERGRADUATE	140	15	155
BA	30	4	34
LLB	29	2	31
BBA	71	6	77
BS	10	3	13
Total	140	15	155

The following table shows the total number of students enrolled with AUAF Non-USG Scholarship programs during the reporting period:

Program	SPRING 2019		TOTAL
	Female	Male	
GRADUATE	10	41	51
M.Ed.	2	23	25
MBA	8	18	26
UNDERGRADUATE	3	20	23
BA	1	8	9
LLB	-	2	2
BBA	2	6	8
BS	-	4	4
ACADEMY PROGRAM	-	1	1
CERTIFICATE	-	1	1
Total	13	62	75

The following table shows the total number of students enrolled with AUAF 100% Financial Assistance program during the reporting period:

Program	SPRING 2019		TOTAL
	Female	Male	
UNDERGRADUATE	19	43	62
BA	19	35	54
BBA	-	5	5
BS	-	3	3
ACADEMY PROGRAM	5	2	7
CERTIFICATE	5	2	7
Total	24	45	69

The following table shows the total number of students enrolled with AUAF Self-Funded program during the reporting period:²

Program	SPRING 2019		TOTAL
	Female	Male	
GRADUATE	5	54	59
MBA	5	54	59
UNDERGRADUATE	126	343	469
BA	101	217	318
LLB	5	20	25
BBA	13	85	98
BS	7	21	28
ACADEMY PROGRAM	73	85	158
CERTIFICATE	73	85	158
Total	204	482	686

² Self-Funded includes all those students who make either 100% from their own or receive partial (Less than 100%) Financial Assistance from AUAF.

2.2 PROFESSIONAL DEVELOPMENT INSTITUTE (PDI):

The entrance test has been conducted from almost 2000 applicants and the eight intern positions have been interviewed and given contracts. In addition to that the Admin Officer and Admin Assistant Positions have been interviewed however beside all the efforts PDI put the project has been suspended by USAID. PDI has offered 40% discount on IT, English and Business Courses for the applicants of the project.

PDI has started FA1 and IT course for the students who took the entry test for promote project with 40% discount. Both the FA1 and the IT first module has been completed and students started the second courses.

The following table shows the total number of courses delivered by PDI during the reporting period:

Course Title	Jan	Feb	Mar	Total
CompTIA A+ Hardware and Software (A+)	1	-	-	1
Association of Chartered Certified Accountants (ACCA)	3	1	4	8
English Language Center (ELC)	14	17	15	46
Foundation in Accounting (FIA)	2	-	1	3
Internal Audit (IA)	1	-	-	1
IELTS Course (ILT)	13	-	-	13
German Police Project Team (GPPT)	-	-	1	1
Microsoft Office Specialist (MOS)	3	1	2	6
Project Management Professional (PMP)	1	1	1	3
TOEFL iBT	2	1	1	4
Total	40	21	25	86

The following table shows the total number of students trained by PDI during the reporting period:

Gender	Jan	Feb	Mar	Total	Total %
Male	375	364	346	1085	80%
Female	148	33	92	273	20%
Total	523	397	438	1358	100%

The following table shows the total numbers of tests administered by PDI and the number of participants in each test during the reporting period. The tests included Foundation in Accounting, GRE, TOEFL, Oxford placement test and Pearson online exams:

Month	Number of Tests administered	Male Participants	Female Participants	Total Participants
Jan	70	837	214	1051
Feb	25	359	99	458
Mar	21	297	66	363
Total	116	1493	379	1872

OBJECTIVE 3: ENHANCING QUALITY OF ACADEMIC PROGRAMS

Raising AUAF to the level of a high-quality American-standard university serving the critical needs in Afghanistan will be supported primarily by AUAF's continuing pursuit of Afghan accreditation through the final phase and the establishment of the Center for Teaching and Learning (CTL).

AUAF was awarded APQN Institutional membership at the yearly conference in Sri Lanka. AUAF also prepared the formal response to the input to the Accreditation Council for Business Schools and Programs (ACBSP) Mentor that will generate by the end of this academic year a gap analysis and action plan preparatory to the commencement of the formal self-study in the Fall of 2019.

Professor Saeed Fakhri Ravari joined in January as the new Director of the Center for Teaching and Learning. He will take the lead in building AUAF capacity in educational technology and building an aggressive faculty development program focused on pedagogical innovation.

The following table shows the total number of seminars and meetings delivered by CTL during the reporting period:³

No.	Training Title	Male	Female	Total
1	Advising students on thesis preparation	23	2	25
2	Coaching MAELE instructors in teaching and classroom management pedagogy	4	0	4
3	CTL functions introduction and overview by Saeed Fakhri Ravari	28	7	35
4	Observing and coaching MAELE instructors	4	0	4
5	Orientation Training for students and thesis advisors	23	2	25
6	Pedagogical and administrative consultations with MAELE instructors	2	0	2
7	Thesis Guidelines	23	2	25
8	Weekly CANVAS meeting - new schedule format introduced	5	3	8

³ The total figure includes double counting. E.g. one faculty may have participated in more than one seminar.

9	Weekly CANVAS meeting - restructuring committee and admin rights for users	4	2	6
Total		116	18	134

The following table shows the total number of Faculty at AUAF disaggregated by education level:

Gender	PhD	Masters	Bachelor	Total Faculty	Afghan Faculty %
Male	17	14	1	32	(6/46) 13%
Female	5	7	2	14	(1/46) 2%
Total	22	21	3	46	(7/46) 15%

The following table shows the total number of Staff at AUAF disaggregated by nationality:

Gender	Afghan	US	TCN	Total Staff	Afghan Staff %
Male	282	10	9	301	(282/338) 83%
Female	33	2	2	37	(33/338) 10%
Total	315	12	11	338	(315/338) 93%

OBJECTIVE 4: SUPPORTING WOMEN'S ACADEMIC AND PROFESSIONAL DEVELOPMENT

AUAF continues to strive for geographic and gender diversity in its student body through strong recruiting, especially at the undergraduate level but also for PDI and The Women Center (TWC). To support female student retention and graduation, the women's mentoring program also continues to develop. AUAF has increased its enrollment of women students dramatically primarily due to expanded U.S. Embassy Scholarship for female students.

4.1 THE WOMEN'S CENTER (TWC):

As per TWC request, both Goldman Sachs and Asia Foundation agreed to grant no-cost extension for our project to ensure completion of the below main activities:

1. Complete Policy Briefing Paper on Women Economic Inclusion
2. Complete the draft of thematic report of a two days' Regional Conference on "Women's Economic Inclusion: From Theory to practice"
3. Complete Narrative Report of the ongoing project
4. Coordinate project financial report

5. Print and publish both policy and thematic report of regional conference on women economic inclusion

Submission and launch of Video of Regional Conference

The five short videos include all key highlights of Regional Conference on Women Economic Inclusion have been officially released and launched with as following summary:

1. Opening Session; highlight of keynotes and overview of 2nd day
2. 1st Penal Discussion; Promoting Economic Empowerment of Women in the region;
3. 2nd Penal Discussion: Role of Institutions in Fostering Women Entrepreneurship;
4. 3rd Penal Discussion: Gender Inclusive Trade and Industrialization and
5. 360 Degree video made by production company as a gift and free of cost

Revision of ICMPD's Proposal

The second revision of IMCPD's project proposal was made and submitted to the donor agency on 20 January 2018 as requested by donor. In this revision, both project's budget and proposal have been commented by donor to be clarified and partially some part were re-written.

Meeting with US embassy on project closure

On 29 January 2019, a meeting was organized at US embassy in order to discuss both Core Grant project's closure and future collaboration. As a result, some further clarification was given in relation to the project expenses while some other required to be more formally elaborated in the final reporting. Regarding future collaboration, US embassy agreed to send them initial concepts for new project to be considered.

4.2 UNITED STATES EMBASSY SCHOLARSHIP PROGRAM:

President's Honor Awards Ceremony on March 7th, 2019

On the first week of March, President Honor Awards were celebrated with students and faculty providing the opportunity to acknowledge their academic efforts. The recipients of this award were the student who completed 12 hours of credit, a GPA of 3.5 or above, with no failed classes and disciplinary action pending during the previous semester. The students with GPA higher than 3.7 were receiving president's High Honor Award. Fortunately most of the US Embassy Scholars were among the recipient of Honor Award certificate. A total 31 US Embassy Scholars received both Honor Award and High Honor Award which was a huge achievements academically.

International women's day at AUAF on March 10th, 2019

In Celebration of Women's day, the program for Gender Studies at AUAF held an all women panel discussion on "Peace Process in Afghanistan" on Sunday March 10th.

Attending the discussion were AUAF students including US Embassy Scholars, staff and faculty. The Panelists included: Mariam Safi, Executive Director of DROPS, Farangies Shah, Policy Advisor at AIHRC, Dr. Victoria Fontan, and Professor Ghizaal Haress and moderated by Samina Ansari, Executive Director of TWC at AUAF. The Panel explored the following topics: Justice and State Stability, Promoting Good Governance, Economic Opportunity, Role that women professional networks played in the Colombian Peace Process, The role of women in the Afghan Constitution, Women's consensus on red-lines in the current peace talks. The event got concluded by questions and answers from the audience. The US Embassy scholars take active part in discussion by asking critical questions related to women's right situation after peace process being implemented.

Meeting with Mr. Alan Greeley Misenheimer and Mr. Jacob Surface on February 3rd, 2019

The US Embassy Public Affairs helped organize a peace negotiation talk at AUAF on February 3rd, 2019. The peace negotiations talk was with Mr. Alan Greeley Misenheimer and Mr. Jacob Surface. They are part of the Afghanistan peace negotiations and work directly with Zalmay Khalizad. The students in attendance included US Embassy scholars as well.

Time Management Workshop on February 18th, 2019

The student mentoring coordinator organized a Time Management workshop for the scholarship student on February 18th, 2019. The workshop started with the scholarship manager giving updates for the scholarship students on their scholarship and policy. Afterwards, the student mentoring coordinator stated the importance of the workshop and then introduced the guest speaker Sara Habibyar.

Sara Habibyar graduated as Doctor of Pharmacy from Kabul University in 2010. She went on to obtain her master's degree in public health from the Johns Hopkins School of Public Health through the Fulbright program in 2015. Since 2011, she has been engaged in technical assistance projects for the Afghan Ministry of Public Health including the European Union, USAID, UNDP and WHO. She has several publications which are published nationally and internationally. Currently, she is working in the monitoring and reporting office in WHO.

Sara Habibyar presented various concept within Time Management to the scholars. In her presentation, she explained time management, benefits of time management, methodology of time management, and shared free online courses to learn more about time management. She also used polls throughout her presentation in which the students submitted answers through SMS to help the scholars be engaged. Her presentation helped the scholars understand how one can manage their time in the academic, professional, and personal life. Overall, the workshop was engaging and academically enlightening for the scholars. There were 119 scholars in attendance at the workshop of which 9 were male scholars and 110 were female scholars.

Meeting with Zalmay Khalilzad and Ambassador Bass on February 18th, 2019

A group of nine AUAF students, of which one was a US Embassy Scholar Suraya Aziz (30331, 15CA004), went to the US embassy to meet Mr. Khalilzad and Ambassador Bass. The meeting began with a short introduction speech by Mr. Khalilzad. Mr. Khalilzad recommended that all of the youth, especially the one who can be the voice for others, should ask the government to let them be a part of the peace talks. Following, the floor was open for the students to ask questions and give suggestions.

Mr. Khalilzad encouraged the students to be more active and include their voice in the peace process, do further research on this topic, and analyze other countries that have gone through such peace processes. He mentioned that it would be useful to know since, history teaches us the rights and wrongs and we should not repeat the same mistakes twice. Overall, the meeting was a friendly and an informative one.

Meeting with Karen Freeman on February 19th, 2019

Karen Freeman, the USAID mission director for Afghanistan and Pakistan region, accompanied by Peter Cronin and Aaron Rubles came to AUAF to meet with the students and staff on February 19th, 2019. At the meeting, there were 7 scholarship recipients in attendance. Karen asked the attendee's to introduce themselves and share their thoughts about AUAF and how it's different than other universities in Afghanistan. First off, the student mentoring coordinator explained to Karen Freeman how the scholarship students have been working hard and need the continued support of the US Embassy and USAID to continue their education.

Continuing, Suraya Azizi (30331, 15CA004) said her level of self-confidence increased tremendously after joining AUAF. Next, Maria Alizahi (31030, 14CA006) said the quality of her education helped her develop her goals to develop a law firm in the future". Following, Husna Poladian (18435, 15CA004) stated that AUAF has a great academic environment and helps girls pursue their dreams. Then, Nargis Ehsan (30350, 15CA004) explained that AUAF helps students dream big and be innovative. Afterwards, Marzia Rezai (26523, 16CA003) stated that AUAF environment helped her mindset change and helped her pursue a goal in continuing her education. Lastly, Mahtab Jalal (29537, 14CA006) said, she really enjoys the gender equality that is promoted at AUAF. Overall, the meeting was very productive and the guests were very impressed with what they heard from the students.

The following table provides details about the mentoring sessions delivered to junior students (Mentees) by senior students (Mentors):

Grant Code	# of Mentees	# of Mentoring hours	# of Mentoring Sessions	# of Mentors
16CA003	3	10.5	5	3
17CA006	5	12.5	10	4

Total⁴	8	23	15	7
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OBJECTIVE 5: INCREASING FINANCIAL SELF-SUFFICIENCY

Progressing towards financial self-improvements is a key long-term goal of the university as Afghanistan enters the transition decade. AUAF focuses on increasing its revenue from enrollment in undergraduate, graduate and PDI courses as well as by broadening its donor base on both national and international levels.

The following table shows the amount of revenue generated by AUAF's UG and GR programs during the reporting period (Only AUAF Cost Share):

Revenue Generated by Program Type	Amount of Revenue (\$)
Total Revenue Generated by UG Programs	\$ 1,298,666.55
Total Revenue Generated by GR Programs	\$ 216,651.93
Grand Total	\$ 1,515,318.48

The following table shows the amount of revenue generated by PDI's courses and exams during the reporting period:

Revenue Generated by PDI's Courses and Exams	Amount of Revenue (\$)
Total Revenue Generated by PDI Courses	\$ 712,156.54
Total Revenue Generated by PDI Exams	\$ 21,872.63
Grand Total	\$ 734,029.17

The following table shows the amount of revenue generated from funding during the reporting period:

Note: AUAF revenue except UG, GR, PDI

Revenue Generated by Funding Source	Amount of Revenue (\$)
AUAF	\$ 2,277,935.05
OUSG	\$ 678,936.77
USAID	\$ 1,592,052.34
Grand Total	\$ 4,548,924.16

⁴ The total shows the unique number of Mentees and Mentors for all grants within the reporting period (Quarterly Report).

SECTION FOUR: COLLABORATION WITH GIROA, OTHER DONOR OR USAID PROJECTS

4.1 LINKS WITH OTHER DONOR AGENCIES

The development department secured \$65,000 from a private consultancy group for scholarships during the reporting period. The department also contacted five major prospective donors in the private sector with the aim of cultivating and promoting AUAF as a worthy cause for their philanthropic activities. It included meeting with the representatives of the Ministry of Finance to discuss the MBA program for employees of the ministry and also capacity building programs for the employees of Independent Directorate of Local Governance (IDLG). IDLG will visit the campus on the first week of April.

The development department had few follow up meetings with Humayoun Shujaye, Chief of staff for Kam group, to develop a Kamgar scholarship fund at AUAF. Amoo Sarwary, Development Manager, met with the Islamic Bank of Afghanistan to discuss potential investment at AUAF. Ahmad Shah Masoud Foundation has been invited to visit the university. The Foundation is interested to have a scholarship fund.

AUAF through its Development Department in an effort to diversify sources of funding approached many donors. Multiple discussions have been held with the World Bank and Ministry of Finance to develop a major training program for 500 civil servants focused on financial feasibility studies and appraisal of investments in infrastructure projects.

Launched a Social Media Campaign to create and promote a narrative outlining the benefits, impact and commitment of AUAF to Afghanistan, as well as build a strong case for continued support from the U.S.

4.2 LINKS WITH OTHER USAID PROJECTS

The US Embassy Public Affairs helped organize a peace negotiation talk at AUAF on February 3rd, 2019. The peace negotiations talk was with Mr. Alan Greeley Misenheimer and Mr. Jacob Surface. They are part of the Afghanistan peace negotiations and work directly with Zalmay Khalizad. The students in attendance included US Embassy scholars as well.

Karen Freeman, the USAID mission director for Afghanistan and Pakistan region, accompanied by Peter Cronin and Aaron Rubles came to AUAF to meet with the students and staff on February 19th, 2019. At the meeting, there were 7 scholarship recipients in attendance. Karen asked the attendee's to introduce themselves and share their thoughts about AUAF and how it's different than other universities in Afghanistan. The student mentoring coordinator explained to Karen Freeman how the scholarship students have been working hard and need the continued support of the US Embassy and USAID to continue their education.

SECTION FIVE: MAJOR CHALLENGES FACED DURING THE QUARTER

Extreme cash flow issues exist, both from late submission by AUAF of requests for reimbursement to USAID and on AUAF having no cash reserves with which to make purchases and then seek reimbursement. As a result, the university has missed payroll dates for both international and national employees over the past several months. Because of the cash flow challenges, the university has been unable to pay many vendors, whose invoices in some cases are more than 90 days overdue.

Cash flow shortfall remains a serious concern, as documented in the recent months. Many actions are being taken to reduce the operating costs to only mission essential purchases, diversify revenue, and collect outstanding debts to AUAF. The fundraising targets have not been met.

Land ownership is the new #1 concern. The Ministry of Urban Development and Land wants to take 5.7 acres of the southern tip of the International Campus for a convention center, a project that raises a serious security concern for international faculty and staff and residents of the women's dormitory, who will live near the new barrier wall. The Ministry says that it can expropriate the land if a presidentially appointed commission determines that AUAF owns the land and the government provides compensation. If the commission rules that AUAF lacks ownership, the government can simply take the land. Although the Afghan government takes this position, AUAF's lawyers believe that the university has a legally protected right to use the land and that it cannot be taken by the government without compensation. AUAF is pursuing various avenues to protect its land and the security of the campus.

USAID has not yet stated its intention to negotiate a third cooperative agreement, beginning June 1, 2019. This decision apparently will be made by the USAID administrator in Washington, DC. One of the major impacts of this situation is that the Public Affairs Section of the embassy is not providing any new scholarship awards to AUAF.

We wait for finalization of the Administrative Agreement, which will require that AUAF contract with an Independent Consultant to monitor the university's compliance with the agreement and hire a Chief Ethics and Compliance Officer. It is not clear yet whether USAID will classify both positions as allowable expenses reimbursable by USAID.

A number of local Afghan staff have resigned recently due to higher compensation outside and a stressful work environment. As a result, some departments are shorthanded, and productivity has been reduced.

SECTION SIX: PLANNED ACTIVITIES FOR NEXT QUARTER

Security department is planning to:

- Discussion regarding the future PSC contract.
- Application of weapon licenses for AUAF Security Director, Assistant Director.
- Security orientation/drills with new staff on arrival to the AUAF.
- To repair the donated USAID Armored Vehicle to a road worthy condition.
- To replace one of the Armored Vehicle's windshields.
- Security review of locations within Kabul city which may be visited by AUAF staff.
- Continued vetting of AUAF local national staff.
- Continue monitoring of PSC performances and addressing any shortcomings.
- Continue and maintain regular security assessments of future building requirements of AUAF, outsourced venues, lectures and off campus meetings/events.

Admissions department is planning to:

- Administer the English Placement Test
- Administer the TOEFL Test
- Administer EPT for Bayat Foundation scholarships
- Advertisement through AUAF Website, Social media.
- Admissions team will visit high schools

Development department is planning to:

- Plan and organize a VIP event to sign a gift agreement of \$130,000 by Mirwais Alizai
- Launch of Internal campaign
- Recruit the Director of Communications
- Submit a proposal to the World Bank and Afghan Ministry of Finance (MoF) to initiate a professional development package for the civil servants at MoF.

TWC department is planning to:

- Complete final report of the projects
- Release of thematic report of Regional conference on women economic inclusion
- Release policy briefing paper

SECTION SEVEN: PMP INDICATORS AND TARGETS

Results	Indicators	Baseline	Target	Current Quarter	Cumulative	Notes
Contribute to improved quality of and accessibility to higher education in Afghanistan						
Objective 1						
OBJECTIVE 1: Providing effective security						
OUTPUT 1.1: Undertake essential security infrastructure enhancements and upgrades	1.1.a - % of security upgrades completed (Refer to security upgrade list of 27 items)	July 2017: 11 out of 27 items completed	27	Progress continued on 2 items during this quarter	19 out of 27 Items (81%) completed	
Objective 2						
OBJECTIVE 2: Serving the higher education needs of Afghanistan	2.a - # of students enrolled in UG and GR programs with Non-USG Scholarships	Summer 2017 (Total Non-USG Scholarship Students: 16 (M=14, F=2))	90 (M=70, F=20)	Spring 2019: 74 (F=13, M=61) Academy Program (1 Male) Total: 75 (F=13, M=62)	Spring 2019: 74 (F=13, M=61) Academy Program (1 Male) Total: 75 (F=13, M=62)	Academy program is not counted here. Excluding Academy Program
	2.b - # of students graduated from UG and GR programs	July 2017: Total 1025 (F=253, M=772)	1200	38 (M=18, F=20)	1232 (M=884, F=348)	Last graduation ceremony: May 2018

Results	Indicators	Baseline	Target	Current Quarter	Cumulative	Notes
	2.c - 3.2.2-36 # of USG-supported tertiary programs with curricula revised with private and/or public sector employers' input or on the basis of market research	(01 Aug 2013) 0	5	0	(3) ✓ (Developed the MA in Education and Law Enforcement partner with MoIA and UNDP) ✓ (MBA in coordination with the NPA) ✓ (ITCS minor developed for the fall 2018 semester)	
OUTPUT 2.2: Students from many provinces enter AUAF	2.2.a - 3.2.2-41 # of individuals from underserved and/or disadvantaged groups who accessed tertiary education programs	Summer 2017: Total: 4 (M=3, F=1)	100 (M=70, F=30)	Spring 2019: 69 (F=24, M=45)	Spring 2019: 69 (F=24, M=45)	Only students who receive 100% Financial Assistance from AUAF.
Objective 3						
OBJECTIVE 3: Enhancing quality of academic programs	3.a - AUAF obtains MOHE accreditation (% of completion)	July 2017: Accreditation completion: 75%	100%	(100% Completion)	(100% Completion)	Target achieved. (March 2018)
	3.b - Number of learners enrolled in quality higher	Total students in Summer	1000 (M=600)	Spring 2019: 960 (F=379, M=581)	Spring 2019: 960 (F=379, M=581)	Combine US Embassy Scholarship

Results	Indicators	Baseline	Target	Current Quarter	Cumulative	Notes
	learning institutions with USG support	2017: 366 (M=186, F=180)	, F=400)	(UNDP: 25 (M=23, F=2) Total: 985 (F=381, M=604)	(UNDP: 25 (M=23, F=2) Total: 985 (F=381, M=604)	+ Non-USG Scholarship + Financial Assistance + Self-funded students excluding M.Ed students (UNDP)
	3.c - 3.2.2-33 % of USG-funded education and workforce development programs that include experiential and/or applied learning opportunities.	(01 Aug, 2013) (2/5=40%) out of five USG-supported, two offer practical internship opportunities (BBA and BA in ITCS)	5	0	5 All UG degree programs include the opportunity for internships/ Dissertation.	Target achieved. There are five USG-supported programs (BBA, BS, LLB, BA, MBA).
Objective 4						
OBJECTIVE 4: Supporting women's academic and professional development	4.a - ES.2-2 # of individuals attending tertiary education institutions with USG scholarship or financial assistance	Summer 2017 (Total USG Scholarship Students:	300 (M=50, F=250)	Spring 2019: 155 (F=140, M=15)	Spring 2019: 155 (F=140, M=15)	USG Scholarship Students Only

Results	Indicators	Baseline	Target	Current Quarter	Cumulative	Notes
		194 (M=31, F=163)				
Objective 5						
OBJECTIVE 5: Increasing financial self-sufficiency	5.a - # of UG and GR students enrolled at AUAF paying the full published tuition fee for full terms	Summer 2017: Total 152 (F=14, M= 138)	600 (M=400 , F=200)	Spring 2019: 528 (F=131, M=397) Academy Program: 158 (F=73, M=85) Total: 686 (F=204, M=482)	Spring 2019: 528 (F=131, M=397) Academy Program: 158 (F=73, M=85) Total: 686 (F=204, M=482)	Self-Funded Students only Excluding Academy program



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SUCCESS STORY

PRESIDENT'S HONOR AWARDS

On Thursday March 7th, Dr. Kenneth Holland, President of American University of Afghanistan, honored and recognized students with the Academic Excellence Award, called President's Award. These students have shown commitment and distinguished themselves by their excellent and high academic performance.

The President's awards are bestowed each fall and spring semester which includes Honor and High Honor awards. The recognition of this awards is intended to highlight the success of undergraduate student's accomplishment with excellent scholastic record.



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